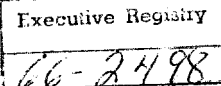


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1 June 1966

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Agency Policy on Information Processing

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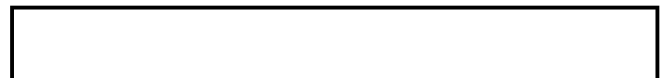
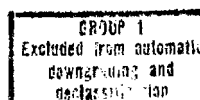
1. Attached as Tab A is a copy of the Agency Notice I prepared for the DDCI's signature as of 12 April. It enunciates the four key principles which were the theme of your conferences with the Deputy Directors and Dick Helms. I have altered it only slightly to reflect the position title which you suggested was appropriate.

The proposed statement endorses neither full centralization at the CIA level nor full decentralization to the Directorates. It does (a) freeze the number of computer centers at the present level of three (OCS, RID, and NPIC); (b) clearly establish OCS as the Agency's central computing organization; (c) put us in position for further centralization in the future if warranted; and (d) provide for Agency-wide ADP staff responsibility at the DCI level, as called for by BOB and Executive Department directives. As a minimum now, the proposed statement calls for hardware centralization in the Headquarters Building for DD/S, DD/S&T, and DD/I.

2. Attached as Tab B is a verbal recapitulation of the oral briefing which led up to the development of the Notice.

3. Attached as Tab C are drafts of two Agency Notices to announce key position personnel assignments.

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4. Attached as Tab D is a list of the functions and responsibilities associated with the new Special Assistant's position in your Office. This is the statement you asked me to prepare during our telephone conversation while I was at Warrenton.

5. I recommend that the Notices on Policy (see Tab A) and Personnel Assignments (see Tab C) respectively be issued without delay.



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JOSEPH BECKER  
Special Assistant to the  
Executive Director-Comptroller

Attachments:

- Tab A - Policy Notice
- Tab B - Description of Oral Briefing on ADP
- Tab C - Key Position Personnel Notices
- Tab D - Functions and Responsibilities of  
Special Assistant

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A

AGENCY POLICY ON INFORMATION PROCESSING AND ADP

1. Advances in information processing technology are impacting on our operating methods. A continuing review of the Agency's posture in the field of automatic data processing is necessary if the Agency is to profit from the rapid evolution of computer applications and communications capabilities. During the next decade the Agency, as well as the entire Intelligence Community, can anticipate a considerably enlarged requirement for information processing equipment and systems. Agency policy is to exploit this evolution by striving for the most effective development and use of human and material information processing resources. Accordingly, the following principles will govern the growth of this function in CIA:

- a. Policy direction and staff responsibility for all information processing activities shall rest with the Executive Director-Comptroller, who will be supported by a Special Assistant.
- b. A CIA Computer Support Center shall be maintained in the Science and Technology Directorate to provide all Directorates with support for problem analysis, programming, and hardware operations.
- c. For the near term, the computer installations in RID and NPIC will remain decentralized.
- d. Each Deputy Director shall appoint an Information Processing Coordinator to be cognizant of, and to coordinate solutions for, the information processing problems of his Directorate. This Coordinator shall supervise a System Design Group at the Directorate level and establish Problem Analysis Groups within Offices as required.

2. The Special Assistant to the Executive Director-Comptroller will prepare and coordinate pertinent mission and function statements and issue appropriate definitions where required.

RICHARD HELMS  
Deputy Director of Central Intelligence

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7 April 1966

VERBAL DESCRIPTION OF ORAL BRIEFING ON ADP POLICY  
PRESENTED TO THE DDCI, EXECUTIVE DIRECTOR-COMPTROLLER,  
AND THE DEPUTY DIRECTORS DURING APRIL 1966

SPECIAL ASSISTANT TO THE EXECUTIVE DIRECTOR-COMPTROLLER

Establishment of this function would recognize information processing as an activity in its own right within the Agency. The authority and responsibilities of this function would be those normally associated with the highest levels of Agency management.

Emphasis would be given to the following activities as they relate to providing the Agency with a single focal point for information processing management: a) represents the Agency in discussions of Governmental or Community-wide plans and policies; b) provides basic Agency management of human and material resources (by establishing standards for the application of resources and ensuring the development of a professional environment through sound recruiting and training practices); c) provides guidance on the application of new developments in the art by recommending new programs and guiding R&D efforts; d) ensures that potential gaps and overlaps in overall Agency Information processing management are recognized and addressed; e) settles jurisdictional disputes in resource allocation and functional responsibilities; and f) coordinates with O/PPB the Directorate submissions related to information processing.

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INFORMATION PROCESSING COORDINATOR

The creation of this position would fill two major gaps in coordinating information processing activities at the Directorate level: Coordinating Directorate requirements for information processing systems and support, and providing OCS and other information processing facilities with guidance on planning requirements and operational priorities. Both controlling authority and coordinating responsibility would be vested in this function.

The information processing coordinator would interpret overall Agency policy as it applies to Directorate information processing activities. He would ensure that the Directorate is meeting its commitments in both Agency and Community efforts. In addition, he would assist the Directorate Planning Officer by reviewing pertinent Office planning, programming, and budgeting submissions and would provide guidance and support to OCS (and other information processing facilities) in their submission of plans and programs.

His responsibilities should not necessarily be restricted to computer systems or applications; the Deputy Directors concerned may choose to interpret "information processing" broadly to include organizational elements

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which are not ADP-oriented, but which are basically concerned with providing internal information processing services. In addition, the Deputy Director may choose to make the information processing coordinator directly responsible for the activities of the system design group.

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### SYSTEM DESIGN GROUP

The creation of a system design group would fill the basic need for a capability to study information processing problems at the Directorate level. It would provide the basic pool of expertise--with respect to both systems analysis and computer technology--which the Directorate as a whole could task.

The system design group would be primarily concerned with design problems of large scope--large with respect to resources needed to attack a problem and the complexity of the activities being investigated. The problems attacked by such a group would necessarily involve some degree of imprecise definition, but, on the other hand, would require the identification of a "system" as a goal. The group would carry system design through analysis, experimentation (and evaluation of results), and specification of system functions so that production programming could be undertaken. That is, they would be concerned with the "why" and the "what" and only to a limited extent with the "how." In addition to specific system design responsibilities, the group would monitor the state of the art and recommend development of techniques applicable to Directorate information processing problems.

**SECRET**COMPUTER CENTER

Problem analysis, production and maintenance programming, systems programming, and computer operations are the functions associated with a computer center. The inclusion of all these functions is necessary if the computer center concept is to have validity. This does not preclude supplemental or complementary activity in several of these functions (particularly problem analysis) outside the management control of the computer center. Each of these functions is described below.

Aside from these operational functions, a major management activity in a computer center is the study of changing hardware requirements and the preparation of recommendations for installation of new equipment, based on studies of technical and economic feasibility.

Problem Analysis: Problem Analysis is a function and is not as a policy matter vested in any one group. It is performed by the Directorate's System Design Group or by any individual or group in any component of a Directorate or Office, or by the CIA Computer Center or a team comprised of people from these organizations, as directed or approved by the Information Processing Coordinator. It can be described as system design on a smaller scale where the emphasis is on the development of

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methods for solving specific substantive problems by means of automatic data processing systems.

Production Programming: Production Programming is the development of computer programs in accordance with specifications produced by system design and/or problem analysis. It includes the interpretation of the specifications in light of the available computer facilities, the development of the internal logic of the computer program, the writing of the computer instructions (the program), and the testing and documentation of the program.

Maintenance Programming: Maintenance Programming is modification of a program to have it perform additional or different functions or to perform a function in a different way, in response to new user requirements. It also includes program changes intended only to improve the efficiency of the program or the information processing system of which it is a part.

Systems Programming: The programmers, operators, and machines in a computer center in themselves constitute a system, independent of the applications involved. This system requires analysis, design, programming, and maintenance efforts analogous to those required for problem

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programming. These activities are commonly called Systems Programming. Functions performed include the development and maintenance of programming language processors, and of the control programs which monitor and facilitate the operation of the machines as they perform their data processing tasks.

Computer Operations: Functions concerned with Computer Operations include the following:

Preparation of Input involves the conversion of raw data into a medium which can be read by machines (punched cards, punched paper tape, source documents for optical scanning, etc.). This activity may be performed in a central pool and, when feasible, in small units located close to the source of the data.

Control of Data Receipt and Dispatch involves the receipt, logging, storing, accounting and dispatching functions at the computer processing center--complementary activities of a similar nature are carried out within user areas.

Scheduling of Production implies the assignment of processing resources (computer equipment and operators) to information processing workloads in accordance with priorities, required job completion dates, and efficient equipment utilization.

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Operation of Computer Equipment involves the processing of machine-readable data by operators of equipment which can range from small peripheral or support machines to large computer systems. Procedures and programs controlling these processes are furnished to operations personnel by systems and programming personnel. Substantial activities to support the operator at the machine are also involved such as management of large quantities of expendable supplies (paper, cards, magnetic tapes, ribbons, inks, etc.), handling of finished reports (decollating, bursting, binding), operation of magnetic tape data library, and quality control and resolution of processing problems.

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PERSONNEL

DRAFT  
1 June 1966

ANNOUNCEMENT OF APPOINTMENT TO KEY POSITION  
OFFICE OF THE DIRECTOR

Effective 1 June 1966, Mr. Joseph Becker was appointed a  
Special Assistant to the Executive Director-Comptroller in accordance  
with Agency Notice: \_\_\_\_\_.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

ROBERT L. BANNERMAN  
Deputy Director  
for Support

DISTRIBUTION:

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PERSONNEL

DRAFT  
1 June 1966

ANNOUNCEMENT OF ASSIGNMENT TO KEY POSITION

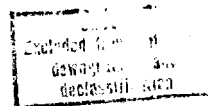
OFFICE OF THE DEPUTY DIRECTOR  
FOR SCIENCE AND TECHNOLOGY

Effective 1 June 1966, Mr. Charles Briggs was appointed  
Director of the Office of Computer Services, vice Mr. Joseph  
Becker.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

ROBERT L. BANNERMAN  
Deputy Director  
for Support

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1 June 1966

SPECIAL ASSISTANT TO THE EXECUTIVE DIRECTOR-COMPTROLLER

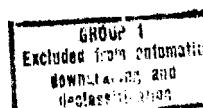
INFORMATION PROCESSING RESPONSIBILITIES AND FUNCTIONS

1. Purposes and Need

- a. Advances in information processing technology, including computers, indicate clearly that the Agency can anticipate a continuing increase in the use of information processing equipment and systems.
- b. In Fiscal Year 1967, it is estimated that CIA will spend about [ ] on ADP activities in order to satisfy its information processing requirements.
- c. Over 20 CIA organizational units are involved in these activities (this information compiled in the Annual ADP Report to the Bureau of the Budget).
- d. An even greater portion of the Agency's resources will be engaged in ADP activities in the future, and many Agency programs will become increasingly dependent on ADP support.
- e. Portions of the Agency's ADP work is highly classified, making the Agency-wide coordination of such activities especially complex and, at the same time, extremely important.
- f. The Agency's role in the coordination of Intelligence Community and Government-wide information processing needs strengthening.

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2. Major Agency-Wide Responsibilities

- a. To carry out the spirit and the letter of the Agency Notice on Information Processing and ADP Policy dated \_\_\_\_\_.
- b. To fulfill, in the Director's behalf, the responsibilities of the Heads of Executive Agencies contained in Bureau of the Budget Circular A-71 dated March 6, 1965.
- c. To relate to the ADP operating components in CIA through an Information Processing Coordinator in each Directorate.
- d. To represent the Agency in Community information processing activities such as COINS. (The extent to which the Special Assistant will become involved in CODIB requires further deliberation. At the moment, I would recommend assigning him the Chairman's role with the understanding that eventually a USIB committee on information processing--with new terms of reference--would gradually replace CODIB.)
- e. To serve as the Agency's representative in Government-wide ADP activities; e.g., on the Interagency ADP Committee and in relationships with the Bureau of the Budget, General Services Administration, Department of Commerce, and other executive departments in carrying out the Government ADP Management Program called for in Public Law 89-306.
- f. To furnish the principal Agency interface with non-government ADP organizations, coordinating Agency ADP relationships with private industry, educational institutions, etc.

3. Staff Functions (Derived from CIA ADP Committee Report dated 15 June 1965)

The Staff of the Special Assistant to the Executive Director-Comptroller will perform the following functions in coordination with the Information Processing Coordinators in each Directorate:

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a. Personnel and Training

- Develop appropriate plans and policies with respect to effective acquisition, education, utilization of ADP personnel resources.
- Establish Agency standards for recruitment, selection, and placement and development of ADP personnel.
- Prepare job standards for measuring ADP employee performance and productivity.
- Establish ADP orientation programs for Agency management and training programs for ADP personnel.

b. Equipment and Services

- Serve as the principal Agency contact with the manufacturing and professional ADP community.
- Review and coordinate Agency R&D in the ADP field.
- Review and make recommendations on proposals and contracts for the acquisition of ADP equipment, ADP studies, or software (above dollar limits to be established).
- Develop criteria and standards for ensuring optimal performance of ADP tasks throughout the Agency.
- Review and recommend the establishment of new computer centers if justified and conversely the dissolution of old centers if such conditions as new technology, organizational change, economy, or operational effectiveness in mission accomplishment so warrants.

c. Operations

- Coordinate inter-Directorate programs. Identify those programs which cross Directorate lines and stimulate joint planning to ensure system integration.

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- Review and make recommendations concerning the development of new ADP applications.
- Produce standards for management reporting about ADP and computer center operation.
- Audit, monitor, and evaluate ADP operations in the Agency.
- Promote maximum sharing of ADP equipment, time, and services throughout the Agency.

#### 4. Resources

In order to carry out the Agency's information processing management responsibilities and perform the functions outlined above, a Staff consisting of six professionals and three clerical personnel should be assigned to the Special Assistant to the Executive Director-Comptroller.

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31 May 1966

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Role of ADP Assistant

1. Pursuant to our telephone conversation of 26 May, this memorandum outlines my views on the role of an assistant in the office of the DCI to function centrally in the field of automatic data processing.

2. What should the new assistant be called?

He should be called: CIA ADP Officer. We have precedence already for so designating a staff officer to whom a special program-oriented assignment has been given in the CIA SIGINT Officer and the CIA Reconnaissance Officer. Why start a new breed of titles? It's complicated enough as it is.

3. Should new responsibility be line or staff?

Strictly staff. We should maintain the concept of decentralized operations with four main focal points -- RID, NPIC, OCR and OCS. The mission of the ADP components of these operations have more to do with the immediate components which they serve than with each other. They should by all means remain under the line direction of the operating deputies they serve.

4. What should be the role of the CIA ADP Officer?

- . Provide Agency interdepartmental representation (e.g. COSATI, CODIB, Interagency ADP Committee)
- . Coordinate interdirectorate programs, such as:
  - CIA participation in the Community On-line Intelligence System (COINS)
  - Special efforts to acquire, train and use ADP personnel in short supply
  - ADP orientation programs for Agency management and consumers

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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- . Serve as PPB review officer for directorate program proposals

5. To whom should the CIA ADP Officer report?

PPB  
The CIA ADP Officer should be administratively attached to OPPB and report to the Executive Director-Comptroller, except as such interagency committee assignments he may have would indicate otherwise.

- . Budgeting and programming for ADP are important elements already receiving central attention. We should avoid having another and different central point in the Agency for other aspects of ADP which might also require central attention.
- . It would be unrealistic to locate the ADP assistant in the organization on the assumption that the DCI personally will play such a role as to require an assistant to him. Neither is the DDCI likely to play a personal role on a day-to-day basis. Matters requiring front office action will be handled by the Executive Director-Comptroller, with advice from OPPB or from other subordinate components as appropriate.
- . Note may be taken of the recent action to place  CIA SIGINT Officer and CIA Reconnaissance Officer, in direct support of DCI. Unlike ADP, however, SIGINT and RECCE programs involve huge operating activities largely in the hands of DOD (NSA and NRO) which fact is responsible for the extensive demands made upon DCI's and USIB's time. No comparable claim upon DCI's time can be made by ADP, which, for management purposes, is more to be compared with the research sector of intelligence.

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6. Why concentrate on ADP rather than attempt to cover whole range of Information Processing?

- . ADP is area of greatest concern to other agencies. DOD and State are neither organized to deal effectively across the board except on ADP.

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- . Questions of compatibility and of establishing links, whether interoffice or interagency, have largely to do with ADP. Where BOB committees, for example, deal with a broader problem, other agency people can be brought in.
- . Prospective emphasis in Community owing to COINS and Knox Panel will require greater Agency effort on ADP coordination.
- . Enlarging the responsibility beyond ADP would dilute effort of small staff or lead to a requirement for a larger staff. In latter case, conflict or overlap with directorate efforts would ensue.
- . General agreement to maintain decentralization of operating responsibilities (OCS, NPIC, DDP, OCR and DDS) is soundly based upon the integral relationships existing between user and support activities (e.g. IPD to rest of NPIC; RID to rest of DDP). Hence central monitorship and control of information processing as a whole should be limited to the legitimate role played by OPPB, and the interface between components.

7. What should be the role of the ADP assistant in CODIB?

The assistant for ADP should play an important role in the program of CODIB. This could be in support of the Chairman or the CIA Member without official status on the Committee, or as CIA Member or as Chairman.

The role of Chairman is the one which has most to recommend it at this time:

More emphasis should be put on CODIB than has been in the past. The Knox Panel activity is an indication of the need for this. A full time Chairman with an augmented CODIB Support Staff could easily be justified.

Such an arrangement would combine in the individual serving as ADP focal point in the Agency not only knowledge of what is going on in this field but responsibility for constructive Community action.

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- . Agency representation on CODIB distinct from the chairmanship is of very recent origin and should not be altered at this time but left with D/OCR.
- . CODIB has been under the same leadership since its inception eight years ago. On general principles a new look by a new man at the helm is advisable.



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Director of Intelligence Support

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Meeting with Becker, Clarke, and Knoche

Tuesday, 7 June  
11 a.m.